

(Translation for information only)

INTERNAL RULES* OF THE BOARD OF DIRECTORS

Last version updated and approved by the Board of Directors at its meeting of **13 May, 2026** (*previous version approved on December 17, 2025*).

* This document does not form part of Ipsen S.A.'s Articles of Association and is not binding on third parties. It cannot be applied to Ipsen S.A. or its corporate officers by third parties or shareholders.

INTERNAL RULES OF THE BOARD OF DIRECTORS

CONTENTS

Article 1 - Role of the Board of Directors

Article 2 - Role and powers of the Chairperson of the Board and the Chief Executive Officer

- 2.1 The Chairperson of the Board of Directors
- 2.2 The Chief Executive Officer

Article 3 - Board members

- 3.1 Selection process for independent Directors
- 3.2 Attendance
- 3.3 Skills
- 3.4 Independence of Directors
- 3.5 Compensation
- 3.6 Obligations of shareholding Directors
- 3.7 Other obligations of Directors
- 3.8 Employee representation on the Board of Directors

Article 4 - Functioning

- 4.1 Meetings
- 4.2 Consultation procedure provided for in the Shareholders' Agreement
- 4.3 Minutes of Board meetings
- 4.4 Evaluation

Article 5 - Means

- 5.1 Expertise provided by Committees
- 5.2 Information given to Directors
- 5.3 Transparency

Article 6 - Permanent Committees

- 6.1 Common rules applicable to all permanent Committees
- 6.2 Sustainable Growth Committee
- 6.3 Portfolio Committee
- 6.4 Audit Committee
- 6.5 Nomination Committee
- 6.6 Compensation Committee

INTERNAL RULES OF THE BOARD OF DIRECTORS

These internal rules, adopted by the Board of Directors (hereafter the "Board"), specify its role and its operating methods, in accordance with the law and the Articles of Association of Ipsen (hereafter the "Company"). The Board of Directors also takes into account the French market guidelines on corporate governance and, in particular, the provisions of the AFEP-MEDEF Code, to which the Company refers.

These internal rules do not in any way replace the Company's Articles of Association or the legal and regulatory provisions applicable, are not binding on third parties and are solely intended, within the Company's internal order, to establish mechanisms and procedures to enable the smooth operation of the Board of Directors.

Article 1 – Role of the Board of Directors

In charge of managing the Company, in accordance with its legal obligations and the Articles of Association, the Board:

- endeavours to promote long-term value creation by the Company by considering the social and environmental aspects of its activities. If applicable, it proposes any statutory change that it considers appropriate;
- in collaboration with the Chief Executive Officer, defines the strategic orientation, examines and decides on important operations, reviews the strategic orientations of the Company and the Group, which is made up of the Company and the business units it consolidates in its financial statements (hereafter "the Group"), its investments, disinvestment, or internal restructuring projects, the Group's overall policy with regard to human resources, in particular its policy on compensation, profit-sharing, and performance-based incentives. It appraises the performance of the Company's management on an annual basis and is consulted on new executive managers' recruitments;
- approves the annual budget presented by the Chief Executive Officer, and all its amendments when exceeding an amount of € 10 million;
- approves, on a proposal of the Portfolio Committee and before any decision is made, acquisitions or divestments of equity interests or assets, partnerships, alliances, or cooperation agreements relating to research, development, industry, and business as well as, generally speaking, any transaction or any commitment that might significantly affect the Group's financial or operating situation or its strategic guidelines;
- determines, on a proposal of the Executive Management and recommendation of the Audit Committee, the multi-annual strategic orientations in terms of CSR and in particular the climate strategy, whose implementation measures are accompanied by an action plan and time frames within which these actions will be carried out;
- is regularly informed *via* the Audit Committee about the financial situation, the Company's cash position, and all the significant events affecting the Company; it is

kept informed by its Chairperson and by its Committees of all significant events related to the conduct of business for the Company and the Group;

- ensures that shareholders and the public are well informed of the strategy, development model, major non-financial matters of the Company, issues as well as its long-term outlook, in particular *via* the control it exercises on the information given by the Company; and in this respect, it defines the Company's communication policy, in particular regarding the frequency with which financial and non-financial information relating to the Group is released;
- checks that the Company has reliable procedures in place to identify, assess, and monitor its commitments and risks, including off-balance sheet risks, as well as an appropriate internal control system;
- is informed about market developments, the competitive environment and the most important aspects facing the Company, including in the area of social and environmental responsibility;
- regularly reviews, in relation to the strategy it has defined, the opportunities and risks, such as financial, legal, operational, social and environmental risks, as well as the measures taken accordingly. To this end, the Board of Directors receives all of the information needed to carry out its task, notably from the executive officers;
- if applicable, ensures the implementation of a mechanism to prevent and detect corruption and influence peddling. It receives all of the information needed for this purpose;
- also ensures that the executive officers implement a policy of non-discrimination and diversity, notably with regard to the balanced representation of women and men on the governing bodies.

More generally, the Board exercises the functions assigned to it by the law to act at all times in the Company's corporate interest, and takes particular care to prevent any conflicts of interest and to take all interests into account.

Article 2 – Role and powers of the Chairperson of the Board and the Chief Executive Officer

2.1 The Chairperson of the Board of Directors

The Chairperson organizes and directs the work of the Board and ensures the effective functioning of the corporate bodies in compliance with good governance principles. He/she coordinates the work of the Board with that of the Committees.

He/she ensures that the Directors are able to fulfill their mission and shall particularly ensure that they have all of the information they require to fulfill their mission.

The Secretary of the Board reports to the Chairperson. He assists the Chairperson in organizing the meetings of the Board, and fulfilling any other assignments linked to the corporate governance rules applicable to the Company.

The Chairperson reports each year the work of the Board of Directors to the Shareholders' Meeting on the basis of the annual Corporate Governance Report approved by the Board.

The Chairperson may be in contact with the Statutory Auditors to prepare the work of the Board.

The Chairperson fulfills the following specific missions:

- he/she may represent the Company, in cooperation with the Chief Executive Officer and at the request solely of the latter, in its high-level relations, on a national and international level, especially with the public authorities, the Group's main partners and other strategic stakeholders of the Company;
- he/she may, without prejudice to the prerogatives of the Board of Directors and its committees, be consulted by the Chief Executive Officer regarding any significant events related to the Company's strategy and major growth projects;

The Chairperson may attend all of the meetings of the Committees of which he is not a member in an advisory capacity and may consult them on any issue within their area of competence.

In all of these specific missions, the Chairperson acts in close coordination with the Chief Executive Officer and at the request of the latter who will solely be in charge of the leadership and operational management of the Group (subject to limitations of powers expressly decided by the Board of Directors).

2.2 The Chief Executive Officer

The Chief Executive Officer is responsible for:

- The general management of the Company;
- The chair of the Executive Leadership Team (ELT);
- Directing the Company and managing its operations;
- Acting with the broadest powers in the name of the Company in all circumstances, subject to powers attributed by law to the Board of Directors or to the Shareholders' General Meeting.

Notwithstanding the above, the Chief Executive Officer is required to obtain Board of Directors prior approval for the following matters:

- Acquisition, licensing, sale of assets or equity investments or off-balance sheet commitment within an approved strategy and of which conditions of approval are described in a detailed procedure established by the Company;
- Transfers of assets and/or equity interests, partnerships or joint ventures, financial investments exceeding a unit amount of €20 million;
- Any transaction or off-balance sheet commitment that is outside the Company's approved strategic framework with a financial impact exceeding €10 million;
- Capital expenditures (Capex) or divestures exceeding a unit amount of €20 million;
- Strategic internal restructuring operations (including significant reorganization and/or locations of major industrial and commercial sites) and having a financial impact exceeding €20 million;

- Financing transactions (including lease agreement) likely to modify the financial structure of the Company with a financial value exceeding €20 million;
- Any new mid or long-term debt financing of the Company and its subsidiaries, with a financial value exceeding €50 million; or any financing draw of the Company and its subsidiaries that would result in increasing above two (2) times the ratio of (i) consolidated net debt to (ii) consolidated EBITDA as set in the latest budget approved by the Board of Directors for the period;
- Creation, acquisition or transfer of legal entities when the total related investment exceeds €20 million;
- Litigations, penalties, fines, settlements, compromises, exceeding €10 million.

In each of the aforementioned situations, the amounts referred to must, for the same project, be assessed by aggregating all the actions and decisions relating to the same purpose or pursuing the same goal (whether the investment, divestiture, acquisition, transfer, indebtedness or contract in question is carried out in one or several installments by the Company or one or more of its subsidiaries over multiple years).

The Chief Executive Officer informs the Directors, or ensures that they are informed of inspections, verifications or injunctions of authorities, and keeps the Directors informed of relevant follow-ups in a timely fashion.

Upon invitation of the Committees' Chairpersons, the Chief Executive Officer may attend in all or part the meetings of the Committees of which he is not a member in an advisory capacity and may consult them on any issue within their area of competence.

Article 3 – Board members

3.1. Selection process for independent Directors

3.1.1 Renewal of the mandate of an independent Director

The Chairman of the Nomination Committee asks the independent Director whether he or she wishes to be reappointed, within a reasonable time before the expiry of his or her term.

The Nomination Committee shall make a recommendation to the Board of Directors in this respect, taking into account the needs of the Board of Directors in terms of skills.

If the favourable recommendation is approved by the Board of Directors, the reappointment of the independent Director will be submitted for approval to the next Shareholders' Meeting.

3.1.2 New appointment of an independent Director

The Nomination Committee defines the criteria for the recruitment of independent Directors, taking into account, *inter alia*, the specific skills required and the diversity needs of the Board of Directors.

The Nomination Committee reviews the applications and selects the relevant profiles, involving the Chairman of the Board.

The Nomination Committee interviews the selected candidates, making sure, in particular, of their skills, availability and absence of conflicts of interest.

The selected candidates then meet with the Chairman of the Board of Directors and, if the latter gives a favourable opinion, with the representative of the main shareholders. The selected application is submitted to the Board of Directors for approval.

The appointment of the new independent Director – or the ratification of his or her co-optation, if applicable – is finally submitted to the next Shareholders' Meeting for approval.

3.2 Attendance

Every Director shall dedicate the time and attention required to discharge the duties of his/her mandate and attend the meetings of the Board and the Committee(s) of which they are a member. The corporate governance report lists the mandates and functions held by members of the Board of Directors and records their individual attendance at Board and Committee meetings.

3.3 Skills

3.3.1 The Board shall be comprised of Directors chosen because of their competence and their experience with respect to the Company and the Group's operations.

3.3.2 Board members may attend training sessions on specific areas of the Company, its business line(s) and industrial sector and its social and environmental responsibility aspects, in particular on climate issues that are to be arranged on the Company's own initiative or at the request of the Board.

3.4 Independence of Directors

A Director is independent when he/she has no relationship of any kind whatsoever with the Company, its Group or the management that may interfere with his/her freedom of judgement. Accordingly, an independent Director is understood to be any non-executive Director of the Company or the Group who has no particular bonds of interest (significant shareholder, employee, other) with them.

Independent Directors should account for at least a third of Board members. Directors representing the employee shareholders and Directors representing employees are not taken into account when determining the percentage of independent Directors within the Board and the Committees.

The Board shall examine, upon recommendation of the Nomination Committee, at least once a year which Directors meet these independence criteria and shall report the conclusions of this review to shareholders (i) every year during the Shareholders' Meeting convened to approve the financial statements for the previous financial year and (ii) during Shareholders' Meetings convened to elect new Directors or ratify Directors co-opted by the Board.

Qualification as an independent Director should be discussed in the light of the AFEP-MEDEF Code criteria as follows:

- not to be and not to have been during the course of the previous five years:
 - o an employee or executive Officer of the Company;
 - o an employee, executive Officer of a company or a director of a company consolidated within the Company;
 - o an employee, executive Officer or a director of the Company's parent company or a company consolidated within this parent;

- not to be an executive Officer of a company in which the Company holds a directorship, directly or indirectly, or in which an employee appointed as such or an executive Officer of the Company (currently in office or having held such office during the last five years) is a director;

- not to be a customer, supplier, commercial banker or investment banker or consultant (or be linked directly or indirectly to these persons):
 - o that is material to the Company or its Group;
 - o or for a significant part of whose business the Company or its Group accounts. The evaluation of the significant or non-significant relationship with the Company or its Group must be debated by the Board and the quantitative criteria that lead to the evaluation (continuity, economic dependence, exclusivity, etc.) must be explicitly stated in the corporate governance report;

- not to be related by close family ties to a company Officer;

- not to have been an auditor of the Company within the previous five years;

- not to have been a director of the Company for more than twelve years. Loss of the status of independent director occurs on the date at which this period of twelve years is reached.

A non-executive Officer cannot be considered independent if he/she receives variable compensation in cash or in the form of shares or any compensation linked to the performance of the Company or Group or received compensation of any kind from shareholders involved in the control of the company, or their holdings companies.

Directors representing major shareholders of the Company or their holding companies may be considered independent if such shareholders do not participate in the control of the Company. Above the threshold of 5% of the share capital or voting rights, these directors are presumed to be non-independent unless the Board of Directors decides otherwise upon recommendation of the Nomination Committee. Below this threshold (and excluding any holding obligation imposed on Directors by the Internal Board Rules), the Board, upon a report from the Nomination Committee, systematically reviews the qualification of independence, taking into account the composition of the Company's share capital and the existence of a potential conflict of interest.

3.5 Compensation

Board members receive compensation as per the Articles of Association, in accordance with the allocation determined by the Board, taking into account (i) Board membership,

(ii) effective attendance of each Director at meetings of the Board and its Committees and (iii) duties that may be entrusted to the Directors.

Moreover, an additional amount may be granted to Directors making intercontinental travels to attend Board meetings.

The costs incurred by Directors whilst on Company business, including their travel and accommodation expenses, are reimbursed upon presentation of receipts.

3.6 Obligations of shareholding Directors

Each Director is required under the conditions provided for by the regulations in force to declare to the *Autorité des Marchés Financiers* (the French stock market regulator), within three (3) business days of the transaction, and by electronic means, copied to the Company for information, any acquisition, disposal, subscription or swap of financial instruments issued by the Company as well as transactions made in these financial instruments by means of financial futures instruments. The Company discloses these transactions under the conditions stipulated in the applicable regulations.

3.7 Other obligations of Directors

3.7.1 Knowledge of rights and obligations / Responsibilities

Before accepting office, each Director should ensure he/she is familiar with any general or specific obligations relating to his/her position. In particular, they ought to acquaint themselves thoroughly with the legal provisions governing the Company, its Articles of Association, and provisions of the Internal Rules of the Board which apply to them.

3.7.2 Conflicts of interest

Directors must act in all circumstances in the Company's interest.

Directors must inform the Board of any conflict of interest situation, including a potential conflict of interest, between themselves and the Company or the Group and shall abstain from attending the debate and taking part in any discussions and vote by the Board on the corresponding deliberations.

In a situation where a conflict arises or may arise between the interest of the Company and his/her direct or indirect personal interest or the interest of the shareholder or group of shareholders he or she represents, the Director concerned should:

- inform the Chairman of the Board of Directors as soon as he/she becomes aware of it, and
- draw all consequences from it with regard to the exercise of his/her mandate. Thus, depending on the case, he/she should:
 - either abstain from attending the debate within the Board of Directors and/or a committee and from participating in the vote on the corresponding deliberation, or

- not attend the meetings of the Board of Directors and, if applicable, the committee(s) of which he/she is a member during the period in which he/she is in a conflict of interest situation, or
- resign as a Director.

Failure to comply with these rules of abstention, or even withdrawal, could result in the Director's liability.

As part of its missions mentioned under paragraph 6.5.1, the Nomination Committee regularly reviews with the Board of Directors the issue of conflict of interest.

Each Director must report his/her activities to the Nomination Committee on an annual basis for review and recommendation to the Board of Directors.

3.7.3 Vigilance

Directors are required to contribute to the determination of the orientations of the business of the Company and the Group and to supervise their implementation. They must exercise an effective and vigilant oversight of the Company's and Group's management.

3.7.4 Confidentiality

Directors have a general duty of discretion and confidentiality as regards the deliberations of the Board and its Committees. The same applies to all non-public information and documents provided to them at meetings or otherwise in connection with their functions as Board or Committee members or their participation in their deliberations. This duty of discretion and confidentiality shall continue to apply even after the end of the term of office.

3.7.5 Obligation to hold Company's shares

Without prejudice to the applicable provisions of the Articles of Association, every Director must be a Company shareholder in a personal capacity and own, directly or indirectly a relatively significant number of shares.

Any Director, whether an individual or a permanent representative of a legal entity to whom compensation as a Director has been paid, must hold, before the expiry of a two (2) year period following his/her first appointment, 500 Company shares.

The Company officers not receiving such compensation as a Director must retain until the end of their term of office at least a number of shares equivalent to 20% of the net proceeds resulting from the selling of stock options or performance shares granted.

These shares must be held in registered form.

3.7.6 Securities transactions

Directors undertake to comply with all stock market regulations designed to prevent any market abuse detrimental to the interests or image of the Company or the Group.

These rules are set out in the Insider Trading Policy, a copy of which the Director receives upon appointment.

In summary:

- Directors shall not carry out transactions in any shares of companies in respect of which they hold insider information, owing to their position.
- Securities transactions are also prohibited for:
 - o 35 (thirty-five) calendar days prior to the day of publication of the Company's annual and interim financial statements, inclusive of the publication day; and
 - o 20 (twenty) calendar days prior to the day of publication of the Company's quarterly information, inclusive of the publication day.
- The specified periods do not rule out other blackout periods resulting from knowledge of precise information that concerns directly or indirectly the Company, which, if it were disclosed, would likely have a significant effect on the market price of the Company shares.

The Company regularly informs Directors of the timetable of blackout periods as well as new obligations applicable to them.

3.7.7 Number of Directorships of Company officers and Directors

Directors must dedicate the necessary time and attention to their duties.

With respect to corporate offices in listed companies, and without prejudice to the general legal rules applicable to the total number of corporate offices, an Executive officer of the Company should not hold more than two other directorships in listed companies, including foreign companies, not affiliated with his/her group. He/she must also seek the prior approval of the Board, after examination by the Nomination Committee, before accepting a new directorship.

A Director should not hold more than four other directorships in non-Group listed companies, including foreign companies. The Director must keep the Board informed of the offices and positions held in other companies.

The non-executive Chairman must also obtain the opinion of the Board, after examination by the Nomination Committee, before accepting a new corporate office.

3.8 Employee representation on the Board of Directors

The Board of Directors includes one or two Directors representing the employees.

Pursuant to Article 12 of the Articles of association of the Company:

- If the Ipsen S.A. Board of Directors is comprised of eight (8) members or fewer, the designation of a single employee representative is required.

The Director representing the employees will be appointed by the Central Work Council of the existing economic and social unit within the Ipsen Group.

- If the Board of Directors is comprised of more than eight (8) members, the designation of a second employee representative is required.

The second Director representing the employees will be appointed by the European Works Council.

The office of Director representing the employees shall be incompatible with any office of trade union representative or with any office in one of the employee representative institutions listed in Article L.225-30 of the French Commercial Code.

Subject to the specific legal provisions applicable to them, the Directors representing the employees have the same rights, shall be bound by the same rules, especially with respect to confidentiality, and shall incur the same liability as other Board members.

They are bound by all the provisions of the Internal Rules of the Board of Directors, with the exception of those relating to the obligation to own any share in the Company. The Directors representing the employees will not be paid as part of their mandate.

The time dedicated to his/her mandate by the Director representing the employees is considered as effective working time and is remunerated by the compensation paid for his/her employment contract with the Company. He/she shall dedicate the time and attention required to fulfill the duties of his/her mandate, up to a maximum of 30% of his/her time paid by the Company.

In order to develop his/her skills and knowledge, the Director representing the employees also receives, at his/her request, training suited to the exercise of his/her office of 40 hours of training a year.

Article 4 – Functioning

4.1 Meetings

The Board meets at least once per quarter at the Company's head office or in any other place specified in the notice of meeting.

Directors may take part in meetings by any means allowed by law or by the Articles of Association.

The Chairperson is responsible for organising and supervising the Board's work. He/she ensures the preparation of Board meetings, notably by setting an agenda. The Chairperson also reviews the documents and information made available to Directors before notices of meetings are sent out.

4.2 Consultation procedure provided for in the Shareholders' Agreement

The Company has been informed, in accordance with the legal provisions, of the existence of shareholders' agreement reached notably between the Highrock and Beech Tree companies and FinHestia. This shareholders' agreement provides a consultation procedure between Highrock, Beech Tree and FinHestia prior to the Annual General Meeting.

4.3 Minutes of Board meetings

Minutes of each Board meeting are prepared by the Secretary of the Board, validated by the Chairperson, before approval at the next Board meeting.

Proceedings should be unambiguous. The minutes of the meeting should summarize the discussions and the matters raised. They indicate in particular the Committee's opinion, when the draft decision falls within its attributions as well as the decisions made and any reservations expressed.

It enables a record to be kept of the Board's due diligence in the performance of its duties.

4.4 Evaluation

At least, once a year, the Board discusses its operation, membership, and organization in an "executive session", without the Chairperson of the Board if appropriate, and without the presence of the Chief Executive Officer and management team members.

This "executive session" is prepared by the Nomination Committee, and if applicable in conjunction with a Director who is specially appointed for this purpose.

The Board also performs a formal evaluation at least once every three years.

The Board may call in an external consultant to conduct an evaluation.

Furthermore, the non-executive Directors also carry out, once a year, an evaluation of the Chairperson of the Board, the Chief Executive Officer and, as the case may be, the Deputy Chief Executive Officer(s), outside their presence. The results of this evaluation are communicated by the Chairperson of the Board of Directors to the Chief Executive Officer.

Article 5 – Means

5.1 Expertise provided by Committees

The Board of Directors may set up temporary or permanent specialised Committees comprising at least three (3) and no more than six (6) Directors, of its choosing, and appoints the Chairpersons of said Committees.

These Committees submit their opinions and proposals to the Board and report to the Board on their work.

5.2 Information given to Directors

The Board is regularly informed with appropriate timeliness and, especially during its meetings, of the Company's financial situation, cash position, significant commitments and important developments (risks/opportunities).

In order to ensure an efficient and prudent control of the Company's and the Group's management, the Board may hear the Group's main senior managers, whether executive officers or not. The Board may request all reports, documents, and studies produced by the Group and may also ask for any external technical studies at the Company's expense, provided this does not breach any confidentiality rules. For this purpose, and

notwithstanding the individual Director's right to information as laid down in the law and the Articles of Association, any Director may ask the Chairperson of the Board, for any information document which would need to be made available in order to enable Directors to fulfil their duties in compliance with the law and the Articles of Association.

Directors may collectively or individually request the advice of the Group's ELT members on matters falling within the scope of their duties as Board member, while simultaneously informing the Chairperson of the Board and the Chief Executive Officer, and may meet such executives without the presence of the Chairperson or the Chief Executive Officer.

Directors may likewise, collectively or individually, during or outside meetings, ask the Chairperson and/or the Chief Executive Officer for information they deem useful, should disclosure of said information not be prohibited by rules of prudence on confidentiality.

Directors receive any relevant information, specifically, monthly reports, press reviews, and financial analysts' reports. Directors are also regularly informed of market developments, the competitive environment and main issues/opportunities, including in the fields of corporate social and environmental responsibility.

Directors also regularly receive information on any change in corporate governance regulations.

5.3 Transparency

The Report on corporate governance provided for by the regulations includes an account on the work and functioning of the Board and its Committees during the previous year. This Report is approved by the Board of Directors after review by the Nomination Committee.

Article 6 – Permanent committees

By adopting these internal rules, the Board establishes five (5) permanent Committees:

- a Sustainable Growth Committee,
- a Portfolio Committee,
- an Audit Committee,
- a Nomination Committee,
- a Compensation Committee.

6.1 Common rules applicable to all permanent Committees

6.1.1 Committee members are appointed according to their skills (in a personal capacity or as permanent representative) for the duration of their term of office as a Director. They can delegate another member of the same Committee to represent them for any meeting of the Committee. They can be replaced or dismissed at any time by the Board. Their terms of office are renewable. A single Director can be a member of several Committees.

6.1.2 The Chairperson of each Committee is appointed from among its members by the Board. He/she shall prepare the agenda and the necessary documentation with, if necessary, the assistance of the Secretary of the Board.

6.1.3 Subject to the specific rules applicable to them, each Committee determines the frequency of its meetings. Said meetings are held at the head office or any other location, or virtually, decided by its Chairperson when he/she convenes it and sets the meeting's agenda. By decision of their Chairperson, Committees may deliberate and issue opinions by way of written consultation.

A Committee can only meet if at least half of its members are present, in one of the ways allowed by the law or the Articles of Association with respect to Directors attending Board meetings.

The Chairperson of a Committee may invite all Board members to one or several of its meetings, as well as any other person, to take part in discussions.

6.1.4 When minutes of the Committee meeting are drawn up, they are written by the Secretary of the Board under the authority of the Chairperson of the Committee, or by the Chairperson of the Committee. The minutes are then sent to all members of the Committee. The Chairpersons of Committees report to the Board on the work carried out by their Committees under the conditions set by the Board.

6.1.5 Within its own area of competence, each Committee issues proposals, recommendations, or opinions.

To this end, each Committee may carry out or have carried out, at the Company's expense, all external studies likely to enlighten the Board's deliberations.

Each Committee reports to the Board on its work at each one of the Board's meetings. A summary of the activity of each Committee is included in the annual Report on the corporate governance.

6.1.6 Each Committee may decide, if need be, on its other operating procedures. It conducts periodically a self-assessment of its activities to ensure that its rules and operating procedures enable it to assist the Board in deliberating validly on the issues within its remit and can propose to the Board a change in its Internal rules.

6.2 Sustainable Growth Committee

6.2.1 The Sustainable Growth Committee is responsible for preparing and facilitating the work of the Board of Directors. It reviews the directions of the Company considered to be strategic by the Board.

In particular, the role of the Committee is to:

1. review and issue recommendations on:
 - the Company's development strategy;
 - any major projects relating to organic growth or internal restructuring, and strategic partnerships;

- any strategic investment, acquisition, divestment, merger, capital increase, or asset contribution project, in coordination with the Portfolio Committee.
2. convene experts to assess the relevance of the strategic decisions under consideration;
 3. foster the Board of Directors' strategic thinking, in particular during meetings specifically dedicated to strategy.
- 6.2.2 The Sustainable Growth Committee comprises a minimum of three (3) directors and a maximum of six (6) directors. The Committee is chaired by the Chairman of the Board of directors. The Board may also decide the existence of permanent guests to the Sustainable Growth Committee.
- 6.2.3 The Sustainable Growth Committee meets at least six (6) times per year, when convened by its Chairperson, or by a majority of its members.
- 6.2.4 To carry out its work, the Sustainable Growth Committee may audition the Group's senior executives, whether corporate officers or not.

6.3. Portfolio Committee

- 6.3.1 The role of the Portfolio Committee is to:
- review the scientific relevance of the proposals presented by Management on internal Research & Development programs, Business Development and Merger & Acquisitions and Divestitures;
 - follow the update of the Business Development portfolio by therapeutic areas.
- 6.3.2 The Portfolio Committee is comprised of the Chairperson of the Board, who chairs this Committee, and seven (7) other permanent members of the Board of Directors (at the maximum). The Board may also decide the existence of permanent guests to the Portfolio Committee.
- 6.3.3 The Portfolio Committee meets at least four (4) times a year, when convened by its Chairperson, or by a majority of its members.
- 6.3.4 To carry out its work, the Portfolio Committee may audition the Group's senior executives, whether corporate officers or not.

6.4. Audit Committee

- 6.4.1 The role of the Audit Committee is to assist the Board of Directors in accounting, financial and non-financial matters, internal control, risk management, auditing, sustainability, and social and environmental responsibility.

In this capacity, it:

- ensures the relevance and permanence of the accounting policies used to prepare both the Company's and the consolidated financial statements, reviews and assesses the consolidation scope as well as evaluates and verifies the relevance of the accounting methods applied to the Group;

- examines, before they are presented to the Board, annual and interim financial statements, annual and half-yearly reports, forecasts and annual budgets, the 5 Year Strategic Plan, including their extra-financial aspects, as well as any accounting and financial information relating to any significant project; to that end, it may cooperate (by exchanging information and working jointly) with the Sustainable Growth Committee and the Executive Management;
- examines, before they are presented to the Board, press releases on financial results and guidance, as well as the related presentations and draft resolutions relating to the financial statements in order to make comments or suggestions, before they are presented to the Board;
- controls the quality and the respect of the procedures relating to the preparation and processing of financial and extra-financial accounting information, in particular related to sustainability, and makes recommendations, where appropriate, to ensure its integrity in order to assess the information received from management, internal committees and internal and external audits;
- monitors the effectiveness of internal control and risk management systems and, where appropriate, internal audit, with respect to procedures relating to the preparation and processing of accounting, financial and extra-financial information, including sustainability information, without prejudice to its independence;
- examines the risk exposure, including those of a social and environmental nature, and major off-balance sheet commitments of the Company as well as the accounting options chosen;
- manages the selection and reappointment of the Statutory Auditors, verifies their independence, gives an opinion on the amount of fees they request by making sure that those fees and the corresponding services are not likely to affect their independence, and submits the results of its work to the Board by taking into account the findings and conclusions of the High Audit Authority (*Haute Autorité de l'Audit (H2A)*);
- authorises services, other than statutory audit work and sustainability information, that the Statutory Auditors and members of their networks may be asked to perform in accordance with the applicable laws and regulations;
- conducts an annual review of the status of major disputes.
- examines the Group's CSR issues, risks and opportunities and provides opinions and recommendations to the Board on CSR strategy;
- reviews the Group's CSR policies and commitments, and assesses the implementation of the CSR strategy;
- monitors annually the results of the action plans implemented in accordance with the multi-annual strategic guidelines on CSR and in particular climate strategy presented by the Executive Management, before presentation to the Board of Directors.

6.4.2 The Audit Committee is comprised of a minimum of three (3) directors and a maximum of six (6) directors, including two-thirds of independent directors who

meet the criteria set out in 3.4 above, chosen from among Directors who are not executive officers. All members of the Audit Committee must have financial or accounting expertise. The Board appoints the Chairperson of the Committee from among its members. The Chairperson of the Committee is also an independent director with respect to the Company's independence criteria.

6.4.3 The Audit Committee meets at least four (4) times a year when convened by its Chairperson.

6.4.4 In the performance of its duties, the Audit Committee:

- submits to the Board its proposals regarding the appointment, compensation or replacement of the Company's Statutory Auditors;
- reviews, with the management and the Company's Statutory Auditors, the quarterly, interim and annual financial statements, the accounting principles and policies implemented, the Group's audit and internal control principles and methods, risk management procedures and the analyses and reports relating to financial reporting and sustainability reporting, accounting policy and communications between management and the Company's Statutory Auditors;
- examines and checks the rules and procedures applicable to conflicts of interest, expenses incurred by members of the management and the identification and measurement of the main financial and extra-financial risks, as well as their application and submits its assessment every year to the Board;
- examines, checks and assesses on an annual basis the independence, the control procedures and the problems encountered by the Company's Statutory Auditors, as well as the measures adopted to solve said problems, and monitors in the same manner the way in which internal audit operates;
- more generally, it examines, checks and assesses everything likely to affect the regularity and fairness of the financial statements;
- reports on the results of the certification of sustainability information and on the way in which these missions have contributed to the integrity of financial and sustainability information. It reports on his role in this process. It informs the Board without delay of any difficulties encountered.

6.4.5 The Audit Committee ensures it is provided, and in sufficient time, with all necessary or useful information and hears any person whose audition is necessary or useful with regard to its work. It may in particular have recourse to external experts.

6.5 Nomination Committee

6.5.1 The role of the Nomination Committee is to assist the Board of directors in matters relating to nominations, governance, ethics and compliance:

In this capacity, it:

- examines annually the Board's needs in terms of skills, including with respect to CSR matters, and draws the consequences for the recruitment, training and succession processes;
- in conjunction with the Chairperson of the Board, makes proposals to the Board of Directors concerning the re-election, replacement or appointment of Directors, ensuring the balance and complementarity of the skills (financial and extra-financial) of the directors and the diversity of their profiles (succession planning) as well as the implementation of the selection process for independent Directors;
- recommends candidates to the Board of Directors when:
 - appointing or reappointing the Chairperson of the Board, the Chief Executive Officer or Deputy Chief Executive Officers, as relevant;
 - appointing or reappointing Board members at a Shareholders meeting; and
 - for the composition of the Board specialized committees.

The Committee is also consulted about the appointment of Executive Leadership Team members, for which the Chief Executive Officer asks its prior opinion.

- designs, if applicable, in conjunction with the Chairperson of the Board, the plans for replacement of Company Officers, so as to allow the Board to have solutions in the event of an unforeseen vacancy;
- regularly reviews directors training plans, and ensures a welcome and integration process for new directors.
- reviews the definition of the Group's fundamental values and its ethics and compliance policy, makes any recommendation in the matter to the Board and examines any question the Board shall submit to the Committee;
- ensures the dissemination throughout the Group of the Code of Ethics and general ethics policies defined by the Group and their updates, the implementation, monitoring and efficiency of procedures for the communication and comprehension of the Code of Ethics and compliance with it and overall policies by employees of the Group;
- examines the Group's risks mapping, the Group's ethics and compliance activity report, and the organisation of the ethics and compliance function, and makes recommendations, when relevant;
- receives any information concerning possible breaches of the ethics and compliance policy and review action plans implemented to address these.

6.5.2 The Nomination Committee comprises a minimum of three (3) directors and a maximum of six (6) directors, including 50% of independent directors who meet the criteria set out in 3.4 above, chosen from among Directors who are not executive officers. The Board appoints the Chairperson of the Committee from among its independent members.

6.5.3 The Nomination Committee meets at least twice (2) a year, when convened by its Chairperson or at the request of the Chairperson of the Board.

6.6 Compensation Committee

6.6.1 The role of the Compensation Committee is to:

- make proposals to the Board of Directors on all components (including CSR criteria) of the compensation paid to the Group's corporate officers, senior management and senior executives. The compensation of executive corporate officers must be competitive, adapted to the Group's strategy and context, and must aim to promote the Group's performance and competitiveness over the medium and long term, by integrating several criteria related to social and environmental responsibility, including at least one criterion related to the Group's climate objectives;
- be informed on all matters pertaining to the recruitment of the Group's main senior managers, other than the Chief Executive Officer, as well as on decisions concerning the fixing or changing of any part of their compensation;
- issue a recommendation on the amount and allocation of compensations among Board members;
- make recommendations to the Board of Directors on Group compensation policies as well as employee savings plans, employee share ownership schemes, stock options and bonus shares, pension plans, or any other similar forms of compensation.

6.6.2 The Compensation Committee comprises a minimum of three (3) directors and a maximum of six (6) directors, including a half of independent directors who meet the criteria set out in 3.4 above, chosen from among Directors who are not executive officers. The Board appoints the Chairperson of the Committee from among its independent members.

6.6.3 If it deems it useful, the Compensation Committee may ask the Chairperson of the Board to assist in its deliberations and work, except when it is discussing the Chairperson's compensation.

6.6.4 The Compensation Committee meets at least twice (2) a year, when convened by its Chairperson or at the request of the Chairperson of the Board of Directors.

Done in Paris, on 13 May 2026.

In as many copies as necessary.